

FORCE-FIELD
ANALYSIS
OF
ODP

A Study
for
ODP Management

April, 1983

DRIVING FORCES

Changing Technology

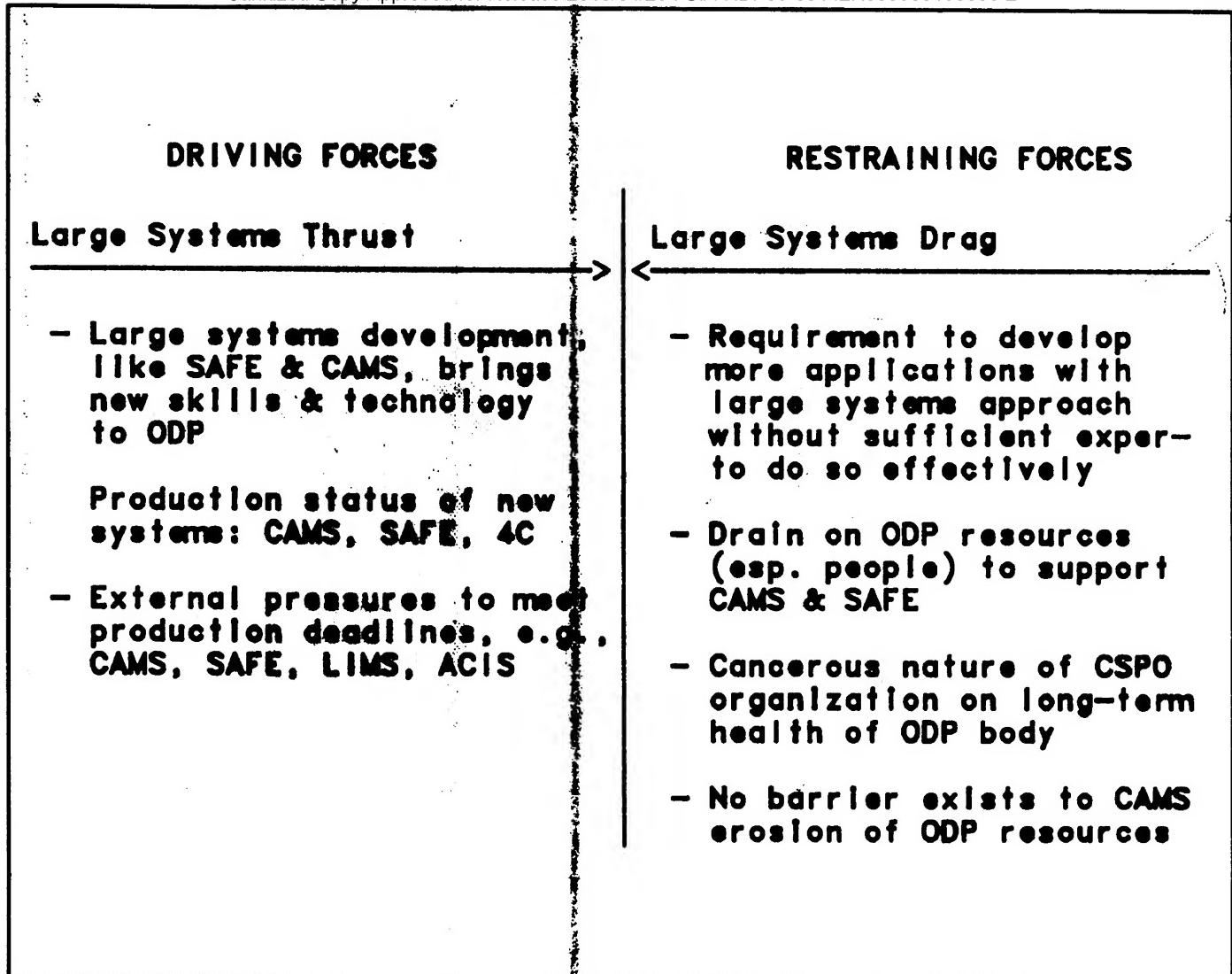
- Faster & cheaper computers associated technology
- Growing functionality & popularity of Personal Computers
- New packaged software for users, e.g., [redacted]
[redacted]
- Opportunity to exploit new technologies, e.g., cut-paper, graphics, document logging networked VM, etc.

RESTRAINING FORCES

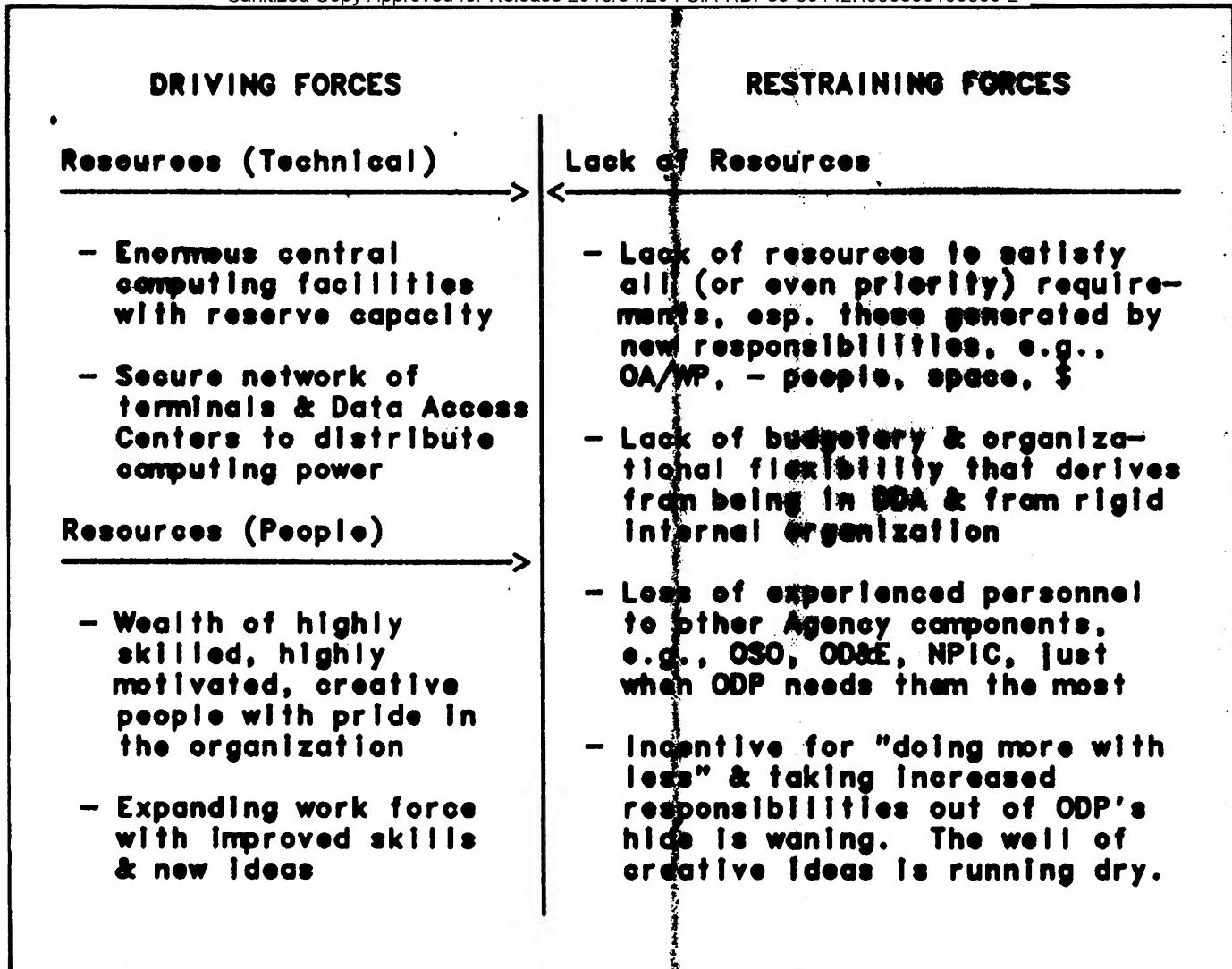
Acceleration of Change

- Sense that technology is changing so rapidly that it might be best to wait and see where industry pioneers are going
- Rapidly changing operational environment: new buildings to service, staff moves, etc.

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Management	Counterproductive Management
<ul style="list-style-type: none">- New Office Director's willingness to question current plans & operations- Strong, aggressive senior managers with personal agendas- Extraordinary decentralized decision making authority vested in Applications & Processing	<ul style="list-style-type: none">- Uncertainty about intent & loyalties of new Director- Mgt's favored treatment of some components (e.g., stepchild feeling in OPS, ED, PD, & Training)- Uncontrolled competing agendas among senior mgt wastes energy & resources, fosters intra-office rivalries, & causes organizational embarrassment.- SPD's absolute monopoly of key resources & ability to control ODP services- Lack of front office visibility/involvement in decision making & resource commitment by components- Limited use of extraordinary formal awards & recognition, motivated perhaps by fear of overlooking someone & by paperwork involved



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Resources (Reputation)

- General external perception of ODP as being staffed by intelligent, innovative computer experts with superb technical skills
- Perception of ODP as "Land of Opportunity" attracts good people

Resources (Experience)

- Experience & expertise in installing, changing, & managing large computer facilities & in developing small to medium scale applications on central systems

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No Questioning Conventional Wisdom

- Lack of an official collection & analysis mechanism for user feedback regarding services
- Strong personalities occupying key power positions for extended periods can block & stifle questions
- False sense of security about what we are doing & how we are doing it

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Resources (Attitudes)

- Organizational & personal pride in making contribution & satisfying real needs
- Success orientation: "can do" optimism of people

Nature of the Work

- The challenge & excitement of ADP work
- Drive to be in forefront of technology, one step ahead of ODP users
- Need for increased/improved security

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Bad Public Relations

- Continued fear of computers by some users & ODP's failure to design systems to compensate for it
- Defensiveness resulting from negative visibility common to all utilities; good service taken for granted; users have no frame of reference to appreciate its value.
- Bottleneck caused by continued insistence on being absolute authorities on ADP, but not having the resources to do what's needed

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New Authority/Responsibilities

- Increased authority to procure ADP equipment without external oversight
- Increased functional responsibility, e.g., OA/WP

ODP Initiatives

- Central Service Availability & Reliability Goals
- In-house developed services & facilities, e.g., AIM, Batchmon, HBWP
- Applications establishment of Information Center for "Do-It-Yourself" development

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Lack of Goals/Plans

- No architect & no plan
- Lack of shared Office vision & goals to focus efforts
- Time & effort required for long-range & strategic planning & budgeting
- MBO process

Environment/Working Conditions

- Physical separation of ODP components creates communication problems, artificial barriers, and org. tensions
- Noisy, crowded, cold/hot working environments

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Agency/User Trends

- Trend toward merging Information Services: ADP; OA; Telecommunications; Graphics; Printing & Publishing, etc.
- Agency-wide move to electrical vice paper info flow
- Competition from ADP knowledgeable users with authority & resources to undertake independent & potentially conflicting ADP initiatives
- Establishment of ADP staffs throughout Agency, staffed by ODP careerists
- Rapidly growing & changing user requirements & operational environment
- Increased ADP sophistication of users leads them to demand more from ODP.

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Workload

- Applications becoming a DDA workshop
- Frustrations caused by increasing Applications backlog
- Increased workload inhibits scheduling employees for training & development. The best people can't be spared.
- Imbalance in workloads & apparent level of dedication generates internal tensions. ("Applications goes home at 4:30, but Processing puts in 60-hour weeks.")

DRIVING FORCES

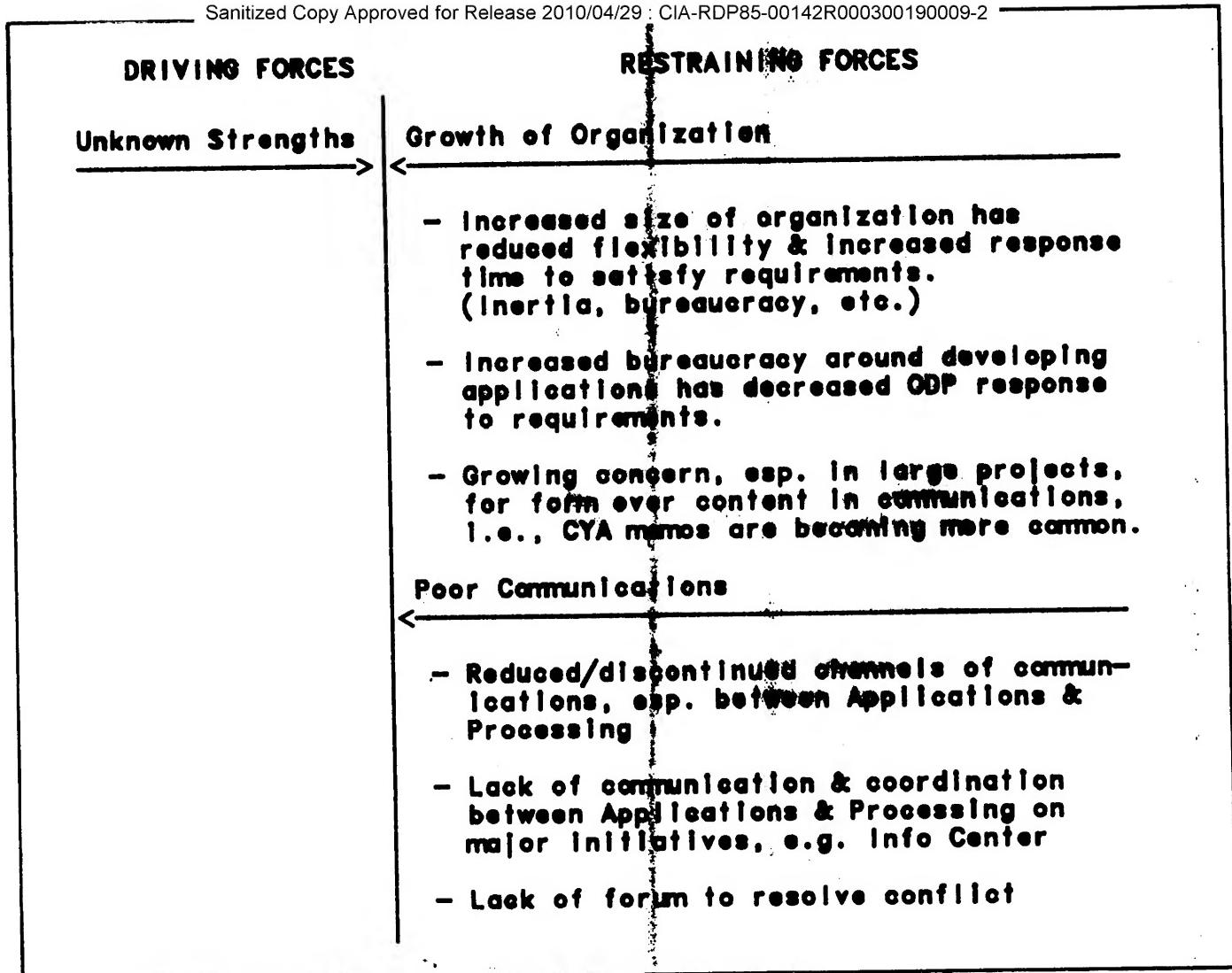
Office Policy/Procedures

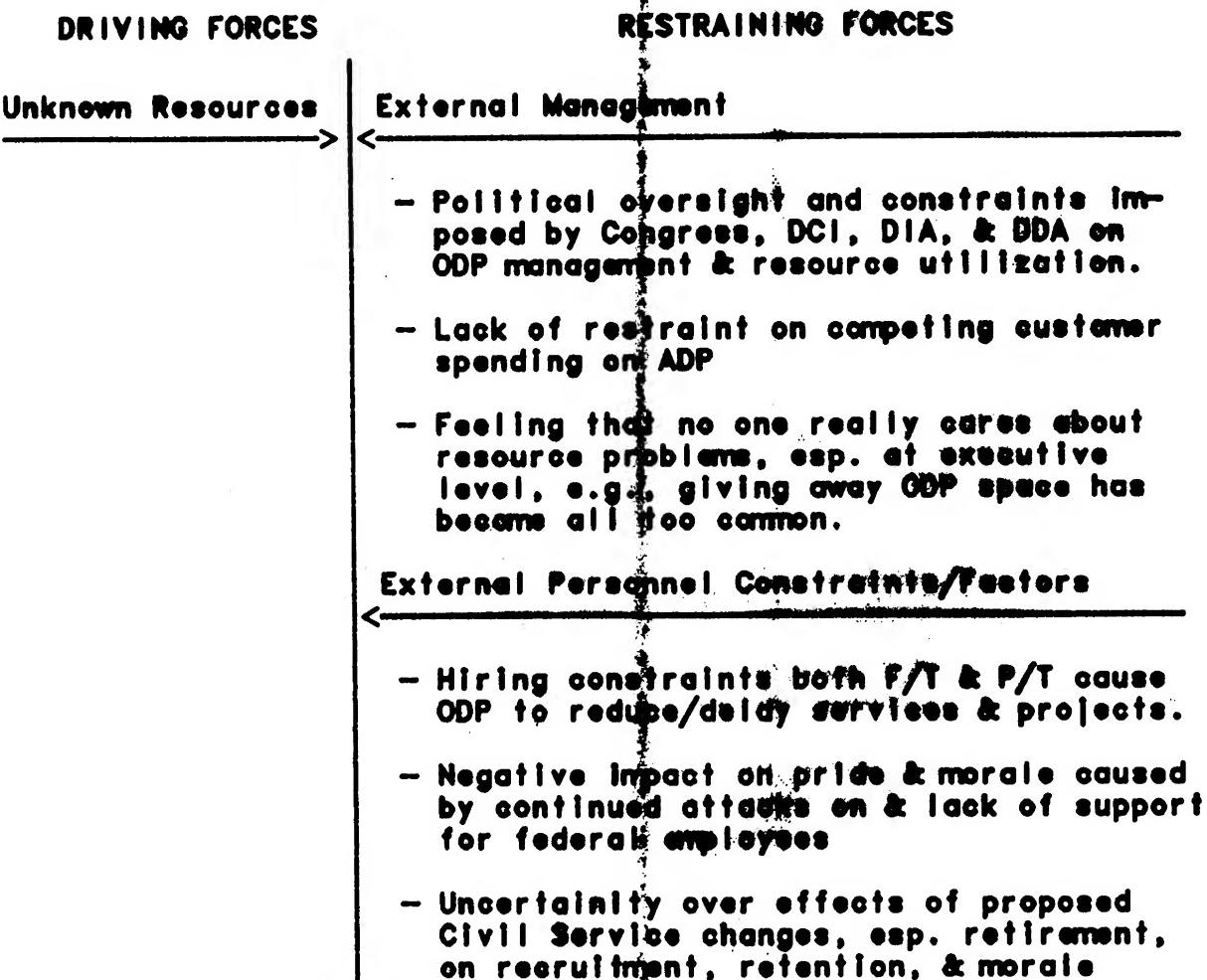
- Flexibility/freedom to experiment with new ideas without extensive or detailed requirements or approval procedures
- History of rewarding high achievers for accomplishment formally (promotion, etc.) & informally
- Liberal/Realistic training & development policy keeps employees current with new ideas/technology through training, conferences, & vendor visits/briefings.
- Rotational Program disperses ADP expertise & returns improved perceptions of customer requirements/environment.

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Organizational Tensions

- Lack of Office solidarity & cooperation (e.g., Applications sometimes feels like "just another Processing user.")
- Lack of trust among some groups:
Applications vs. Processing
Processing vs. SAFE
SAFE vs. Everyone
Engineering vs. SPD
(Strong competing personalities in leadership roles perpetuate rather than solve these problems.)
- Class distinction within Office ("Prima Donnas" & "High Priests"), e.g., systems vs. applications, professionals vs. techs, CAMS vs. All else, All else vs. SAFE





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Does the organization have sufficient communication channels in the proper places to permit the achievement of strategic goals?

Is the present organization sufficiently flexible to cope with change?

Does the organization exert sufficient influence?

Does the present structure serve to insure the continued growth of the office--the continued existence of the office?

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if we aren't doing our currently advertised job, does the structure of the organization influence that failure?

Is the structure of the organization sufficiently open to encourage participation?

Are we developing managers or technicians?

Can we define our environment and be open to it w.r.t. the present organization?
Is the decision-making process open and shared?

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The Project.
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In the beginning was the requirement and then the tasking.
And the requirement was without form and the tasking, it was void.
And darkness was on the faces of the engineers thereof.
And they spake unto their Branch Head, saying:
"It is a crock of shit and none may abide the odor."
Now the Branch Head spoke unto his Assistant Superintendent, saying:
"It is a crock of excrement and none may abide the odor thereof."
Now the Assistant Superintendent spoke unto his Superintendent saying:
"It is a container of excrement and it is very strong such that none may abide it."
And the Superintendent spoke unto his Office Chief, saying:
"It is a vessel of fertilizer and none may abide its strength."
And the Office Chief spoke unto the Assistant Director, saying:
"It containeth that which aids the growth of plants and is very strong."
And the Assistant Director spoke unto the Deputy Director, saying:
"It promotes growth and is very powerful!"
And the Deputy Director reported unto the Director:
"This powerful new engineering project will help promote the growth of the Bureau."
And the Director looked down upon the wondrous new project, smiled,
and saw that it was good ...